



ENTERPRISES in Action

Central America, Andean Countries and the Caribbean

What is the general level of engagement with enterprises in your region/country? Is it increasing or decreasing? And what is the potential for additional engagement?

1. **[An enabling environment for sustainable enterprises \(ESEE\)](#)**
 - 1.1 ESEE was first implemented in Latin America in **Honduras** in 2012. In the last 5 years, ESEE has been implemented in **Nicaragua, El Salvador, Costa Rica** and **Panamá**. In all cases this has been done in partnership with ACTEMP. This process has proven to be successful and has triggered new demands for this tool to be used by other employer organizations in the region. In addition, ESEE will be adapted as a tool to analyse conditions for sustainable entrepreneurship for migrants in **Ecuador** and **Peru**.
 - 1.2 Under the request of the Ministry of Labour and the Ministry of Trade in **Suriname**, the ILO is supporting a newly created Centre for Innovation and Productivity (CIP) to establish a short to medium term action plan. To achieve this, the ILO is piloting a first ESEE assessment with a specific focus on productivity, looking primarily at the external factors that affect the productivity of enterprises in Suriname. The assessment will also provide valuable information to the CIP to determine priorities for its work.
 - 1.3 In **Costa Rica**, a new guide for entrepreneurs was launched in June 2019 by the Ministry of Economy with the support of the ILO. It is a step-by-step guide on how to start new businesses in the country. A WED assessment was also completed and launched in July with UCCAEP, the national employer organization.
 - 1.4 In **Dominican Republic**, a close collaboration with the Ministry of Industry in the area of MSME formalization, has contributed to the development of new programmes/strategies. A new EU funded project (starting end of 2019) will increase ILO's role in this field.

Editor's Message

The Enterprises Department presents the third edition of ENTERPRISES in Action in the ILO's centenary year. With the adoption of the *Centenary Declaration for the Future of Work* at the 108th session of the International Labour Conference, the importance and relevance of sustainable enterprises is again underlined. Sustainable enterprises are generators of employment and promoters of innovation and decent work. Despite many challenges faced in the world of work, we are always encouraged and heartened by the interventions and support given to our constituents, by the ILO's global Enterprises specialist team. They devote themselves to the work of improving living standards and social conditions in different regions, thereby contributing to achieving decent work and sustainable development. With this edition, we cast light on our activities in Central America, Andean Countries and the Caribbean.

Victor Van Vuuren
Director of Enterprises Department



2. [Boosting Local Economies](#)

- 2.1 Local Economic Development (LED) approaches are being implemented in **Haiti** and **Costa Rica**. In the south of **Haiti**, under a Norwegian funded project, a combination of tools are used to strengthen entrepreneurship education ([KAB](#)) and local supply of business development services ([SIYB](#) and [My.Coop](#)). [Get Ahead](#) is also in the process of being introduced to promote women entrepreneurship. The ILO has also contributed to the development of the mango value chain; more than 3000 producers were georeferenced to facilitate traceability, a key requirement by international buyers.
- 2.2 In the case of **Costa Rica**, the ILO is providing technical support to Mesa Caribe, a high-level forum to foster the development of the Caribbean region, led by the Vice President of the country. This process has established an ambitious investment plan (US1 billion) for the next 3 years, including measures to launch a cluster-based strategy, business facilitation at municipal level, improved infrastructure, amongst many others to stimulate a rapid productive transformation. In both countries, local business organizations and enterprises have been actively engaged.



President Alvarado and Vice president Rodriguez at the launch ceremony

3. [Engaging multinational enterprises on more and better jobs](#)

- 3.1 [A new EU funded project](#) started in 2019. This project will promote responsible business practices in nine Latin American countries, two of them in Central America (**Panamá** and **Costa Rica**). It is a joint initiative co-implemented by the OCDE and the OHCHR. This project is also being implemented in **Ecuador**, **Peru** and **Colombia**.

- 3.2 Enhancing the impact and contribution of [the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy \(MNE Declaration\)](#) to inclusive growth and decent work at country level requires firm commitment from tripartite constituents. Governments, employers and workers are therefore encouraged to appoint national focal points on a tripartite basis to promote the use of the MNE Declaration and its principles at the national level. **Jamaica** has recently followed this path. In August 2019, the Labour Advisory Council (LAC) comprising representatives of workers and employers, and chaired by the Minister of Labour and Social Security approved its Secretariat to be Jamaica's MNE Focal Point. Prior to the formal designation, members of LAC participated in the course "[Multinational enterprises, development and decent work: the approach of the ILO MNE Declaration](#)" held in Turin. The MNE focal point is preparing a first awareness-raising event in October 2019.

4. [Entrepreneurship and SME Management Training](#)

- 4.1 SIYB is contributing to the improvement of business managerial skills in **Haiti** and **Dominican Republic**. During the current biennium, more than 33 trainers were trained in **Dominican Republic**, sponsored by the Ministry of Higher Education. This is part of a national policy to foster entrepreneurship among university graduates. In the south of **Haiti**, 500 entrepreneurs received SIYB training.
- 4.2 SIYB has been used in **Colombia** under the collaboration with the Ministry of Labour (Colombia Emprende program) and has reached over 400 victims of the armed conflicts as part of a broader strategy of supports, from psychological support to coaching on specific issues as sales and marketing and financial support.
- 4.3 In **Peru**, Ministry of Labour is using SIYB as a tool to train young people as part of an outreach program, followed by the provision of seed capital. As part of the support to a Secure and Formal Construction Sector, the ILO has facilitated a Training of Trainers of SIYB Construction. A new training tool has been developed on Rural Community Tourism, with the support of SECTOR, including material of SIYB.



SIYB group interaction

4.4 In **Trinidad** and **Tobago**, the National Entrepreneurship Development Company Limited (NEDCO) is a national public agency providing funding and training to start or improve small and micro-enterprises in the country. In July 2019, a memorandum of understanding was signed between NEDCO and the ILO for the use and roll out of the training package of SIYB. Through NEDCO, the first TOT in **Trinidad** was carried out with 18 trainers (50% women). NEDCO is ensuring trainers complete their certification cycle by the end of 2019. Over 120 women and men will be trained between October and December 2019 in Generate your Business and Start your Business program.

4.5 KAB is part of the national curricula of technical/vocational schools in **Costa Rica**. The Ministry of Education, with the support of ITCILO Turin, will continue training and certifying trainers in 2019.

5. Responsible Workplace Practices

5.1 Sustaining Competitive and Responsible Enterprises (SCORE) is starting in **Costa Rica** and **Dominican Republic**. In **Costa Rica**, ILO is working in alliance with the Ministry of Economy; four companies with more than 800 workers are part of the pilot phase in 2019. In **Dominican Republic**, there are 12 enterprises participating. In this case, the alliance is with the national TVET institute (INFOTEP).

5.2 SCORE has been operating several years in **Peru**, **Bolivia** and **Colombia**. In **Peru**, both Ministry of Production and Ministry of Labour use SCORE actively as part of their portfolio, for instance as a strategy for formalization.

5.3 The ILO supported a study visit from **Bahamas** and **Suriname** to **Colombia**. The study included a two-day Academy on ILO SCORE (Productivity and Working Conditions) in Barranquilla. The visit enabled representatives from **Suriname** and **Bahamas** to learn, share and exchange on concepts and research as well as sharing practical experiences pertaining to the roles and functions of agencies and organizations mandated to support innovation and productivity.

6. The cooperative way of doing business

6.1 My.Coop is now part of the toolkit of the National Cooperative Council in **Haiti**. As part of the process, more than 50 fishermen have been trained in using the tool.

6.2 ILO is promoting the new tools for cooperative development (Think.Coop and Start.Coop) in **Bolivia** and **Peru** in collaboration with Ministry of Mining (**Bolivia**) and Ministry of Production (**Peru**) through Training of Trainers and Socialization.

6.3 In **Guyana**, with the financial support from the ILO's programme of Targeted Technical Assistance for a Just Transition to Environmentally Sustainable Economies in the context of Climate Change Adaptation in the Caribbean, the Guyanese Cooperatives Unit embarked on a two-pronged approach to improve cooperatives development in the country:

- It will carry out a round of consultations by December 2019 in six regions of the country on updating the current existing Cooperative Societies Act dating back to 1947.
- It will train cooperative members on how to better prepare, plan and manage disasters (such as flooding or drought) by training them on basic tools, in line with previous work the ILO has done on Business Continuity in the region. A first group of representatives from Credit Cooperatives were trained in August 2019.

6.4 In **Trinidad** and **Tobago**, the ILO will continue to offer technical support and expertise as its Ministry of Labour and Small Enterprise Development works on amending the Cooperative Societies Act Chap. 83:01 and establishing a National Policy on Cooperatives

7. **Value Chain Development (VCD) for more and better jobs**

7.1 **VCD** is part of ILO's work in **El Salvador** (sugar cane), **Dominican Republic** (bananas), and **Haiti** (mangoes). It includes upgrading social/agricultural practices (**El Salvador**), extending social protection and registering migrant workers to retain fair trade certificates (**Dominican Republic**), and creating enabling conditions for future exports (**Haiti**). A strong relationship is established with local business representatives/organizations in all three countries.

7.2 VCD is also part of ILO's work in terms of Venezuelan migrants in countries like **Peru** and **Ecuador** where sector selection and value chain studies are conducted to promote migrants' economic integration.



7.3 Value chain studies have been realized in the electronic and electric waste sector in **Peru**, as part of a collaboration with UNIDO. Currently the ILO is developing a new analytical tool (Value Chain Guide) specifically for this sector. With support of **The Lab**, a value chain study was realized in the construction sector. This has led to the creation of a multi-actor platform with its own planning.

What are the main forms of the engagement?

Policy advisory services

The ILO has an active collaboration/engagement with the Ministries of Economy in **Costa Rica, Dominican Republic** and **Haiti**. This facilitates the delivery of policy advisory services, mainly in fields such as formalization policies/programmes, productive transformation, creating enabling business environments, local economic development, value chain approaches to upgrade working conditions and competitiveness, amongst others. The ILO has given active support to the realization of several strategies such as the competitiveness Policy in **Peru**, the formalization policy in **Colombia** and industrial policies of **Bolivia**. In **Trinidad and Tobago**, the ILO is collaborating with the Ministry of Labour and Small Enterprise Development as they seek to restructure their Enterprise Development Division and amend their legislation on Cooperatives. In **Guyana**, the ILO provides technical support to the Ministry of Social Protection's Cooperative Unit to review their Cooperative Societies Act and help strengthen cooperatives resilience.

Capacity building services.

The ILO is actively working on improving advocacy capabilities of national employers' organizations to promote reforms for an enabling business environment. Another important role is improving policy design and implementation capacities in the Ministries of Economy, Education (entrepreneurship education) and other development partners (TVET institutes and BDS providers).

Enterprise-level services

Programs such as Better Work, SCORE and SIYB allow ILO to play a very active role in working with enterprises or with national BDS providers. This is the case in many countries such as **Nicaragua, Haiti, Dominican Republic, El Salvador, Costa Rica, Peru, Bolivia, Colombia, Trinidad and Tobago**.

Research and Development of Knowledge

Launching of new tools to improve capacity building or analytical capacity in areas as Cooperativism or Value Chain Study or GET Ahead. A study will be completed by the end of this year on Good Practices and Lessons Learned from Pro-Productivity Organizations across the world that have a tripartite governance structure. This study will include countries from **the Caribbean** as well as Africa and Asia. The study seeks to support Caribbean countries as they either embark on putting in place such entities (**Suriname** and **Bahamas**) or strengthen those already in existence (**Jamaica, St Lucia** and **Trinidad and Tobago**).

How has the engagement helped your office to achieve its objectives?

Engagement is critically important for ILO to better understand regulatory and market constraints for sustainable enterprise development at national and local level. It facilitates the creation of the necessary alliances to design and deliver appropriate solutions to the challenges identified. It also increases its credibility and reputation as a reliable partner in this field.



Climate risk adaptation and insurance in the Caribbean

In Jamaica, Saint Lucia and Trinidad & Tobago, ILO ENTERPRISES is helping ensure small business owners and farmers rebound quicker after losses from extreme weather conditions

Timely access to funds is important to both governments and individuals in response to natural disasters and to recovery from any adverse weather related event. After any such event, small business owner who depends on serving tourists, for example, would be left without customers for an extended period and in need of cash for day-to-day activities. The income shortfall can often be coupled with physical asset loss requiring further money for repairs. Farmers and small business owners (like bakery shop owners, barbers/saloon operators, beekeepers etc.) are particularly susceptible to these unfortunate outcomes.

The ILO is a key partner in the Climate Risk Adaptation and Insurance in the Caribbean (CRAIC) project, focused on extending climate-risk insurance to lower-income segments across the Caribbean. Currently active in Jamaica, Saint Lucia and Trinidad & Tobago, plans are underway to start operations in Grenada and Belize. The Livelihood Protection Policy is an index-insurance product designed to provide immediate funding to individuals' accounts when rainfall or wind speed exceed pre-defined trigger levels. The ILO's Impact Insurance Facility, alongside the Munich Climate Insurance Initiative (MCII) and the Caribbean Catastrophe Risk Insurance Facility SPC (CCRIF SPC) work together within CRAIC to offer this protection to all individuals regardless of their occupation.

The ILO has focused much of its efforts on building the capacity within the insurance partner organisations in each of the countries. Along with improving the understanding of weather index based products, ILO assisted to develop relevant processes and mechanisms to facilitate smooth enrolment of customers and build appropriate scale. ILO played a pivotal role for example in integrating alternate delivery mechanisms whereby the insurance was embedded into a loan product for business owners, making the protection mutually beneficial to the loan provider and the recipient.

Integrating the insurance protection as a part of a broader community education program focused on risk management has also been a key area for the ILO. During the rainy season, several information and education sessions with communities were held as this is the high-risk period when individuals are acutely aware of weather-related risk to both the assets and the financial impact. Through these sessions, over 2100 individuals and small business owners learnt about how parametric insurance can assist them in protecting against losses due to extreme weather conditions.



E- Waste and employment in Argentina: A joint ILO-UNIDO-GEF project



Waste is one of the major environmental concerns of Argentina. E-waste was increasing strongly for the last years from 7 kg per inhabitant per year in 2014 to 8.4 kg in 2018. As a result, various productive activities and services on e-waste are on the rise in Argentina, but in an uncoordinated way. For that reason, the then Ministry of Environment and Sustainable Development has asked the ILO to analyse the situation of the workers (34.1k in 2015) in the e-waste sector, in particular of informal workers, and provide technical support to improve productivity and working conditions of e-waste workers along the value chain. The first analysis of the situation of e-waste workers has been undertaken recently in various provinces and the results are shared and discussed with ILO constituents, academia and civil society during validation workshops in the Province of Santa Fe and Buenos Aires. A general agreement is that the sector needs a commonly and nation-wide agreed definition and classification of e-waste and a proper legislation on e-waste as well as a proper primary data collection, on which policy design could be based. Informal workers accounts for 84% and would need specific support to improve their working conditions. The second phase of the project, planned for 2020, will then support a social dialogue to discuss possible policy options and questions related to the regulatory framework. Additionally, workers as well as decision makers and social actors will be trained in order to ensure better working conditions in e-waste activities.

